

# **Boston Workforce Development Initiative**

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## **Request for Proposals: Workforce Partnerships Component**

**The Boston Funders Group  
c/o The Boston Foundation  
75 Arlington Street  
10<sup>th</sup> Floor  
Boston, MA 02116**

**Issued May 20, 2003**

**Due Date for Proposals: July 22, 2003 at 5:00 p.m. to:**

**The Boston Foundation  
Attention: Corey Davis, Grants Manager  
75 Arlington Street, 10<sup>th</sup> floor  
Boston, MA 02116**

*The Funders Group comprises:  
The Boston Foundation, the Boston Neighborhood Jobs Trust/The Mayor's Office  
of Jobs and Community Services, the Commonwealth of  
Massachusetts/Department of Labor and Workforce Development, the Annie E.  
Casey Foundation, the Paul and Phyllis Fireman Charitable Foundation, Fleet  
Charitable Trusts, the Hyams Foundation, the Rockefeller Foundation, State  
Street Foundation, and the United Way of Massachusetts Bay*

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## PROPOSAL TIMELINE

DATE	EVENT	COMMENTS
Tuesday, May 20	RFP Available to Bidders on The Boston Foundation's Web Site* www.tbf.org	
Tuesday, May 27 3-5 p.m.	Bidders' Conference The Boston Foundation 75 Arlington Street, 10 <sup>th</sup> floor Boston, MA 02116	Not mandatory for interested bidders to attend; for informational purposes only
Monday, June 9	Letter of Intent due to: The Boston Foundation Attn: Corey Davis, Grants Manager 75 Arlington Street, 10 <sup>th</sup> floor Boston, MA 02116	Not mandatory but interested bidders are strongly encouraged to submit
Tuesday, July 22	<b>PROPOSALS DUE BY 5:00 PM TO:</b> <b>THE BOSTON FOUNDATION</b> Attn: Corey Davis, Grants Manager 75 Arlington Street, 10 <sup>th</sup> floor Boston, MA 02116 <i>(Please Note: incomplete or late proposals will not be accepted)</i>	Please submit eight copies and one original
Week of September 15	Site visits to finalists	Bidders should be sure that members of their staff are available for site visits during this week
Tuesday, September 30	Notification to awardees will be made by mail	

\*Please **email** all questions and requests for clarification regarding the RFP  
to Alexandra Olins at the Boston Private Industry Council at:  
Aolins@bostonpic.org

Frequently Asked Questions and responses will be posted on the Boston Foundation  
Web Site periodically throughout the proposal development process. It is the Bidders'  
responsibility to check the website for updates and postings.

Initiative Staff are available for technical assistance and consultation throughout the  
proposal development process. Please also email TA requests to  
Aolins@bostonpic.org

## SECTION I: INITIATIVE BACKGROUND

The Boston Workforce Development Initiative is an innovative response by local and national foundations, the City of Boston and the Commonwealth of Massachusetts to an increasingly wide skill gap that has left too many job seekers and workers in poverty while employers are unable to meet their needs for a skilled workforce. In a time of increasing need, the workforce development system is inadequately funded and has fewer resources devoted to training. Job and skill seekers, and employers alike, are confronted by programs and services that offer too few pathways to the right mix of education, training and other services needed to close the skill gap.

This Initiative capitalizes on the best practices and unique strengths of the city's workforce development system to help low-income adults gain the skills they need to advance into family supporting employment. The Initiative will bring major new investment from a coalition of Boston and national foundations, along with investments by the City of Boston and the Commonwealth of Massachusetts, to help build new and expanded partnerships between Boston's employers and workforce development providers.

Over the next five years, the Boston Workforce Development Initiative will focus on three key systems change strategies:

- Workforce Partnerships;
- Strengthening Capacity; and
- Public Policy Advocacy.

*Workforce Partnerships:* The Boston Workforce Development Initiative will make substantial multi-year investments in industry sector and/or occupational partnerships that offer multiple points of entry to basic education and vocational skills training leading to career oriented first jobs and promotion/advancement opportunities. Funding will support approaches that build long lasting relationships among employers, workers, education, training and support service providers to help low-income individuals make progress toward economic self-sufficiency. This RFP seeks proposals that will lead to such partnerships.

*Strengthening Capacity:* The Strengthening Capacity component seeks to strengthen alliances, build the infrastructure, and enhance the knowledge base of staff among community based organizations, community colleges, and other members of the workforce development service delivery network in order to effectively meet the workforce needs of businesses and low-income job and skill seekers. The Initiative is currently providing financial support, management assistance and learning opportunities to six community-based organizations to enhance organizational infrastructure and systems to support workforce development program strategies and services. This component of the Initiative is currently underway and the Asian American Civic Association, Jamaica Plain Neighborhood Development Corporation, La Alianza

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Hispana (in collaboration with Oficina Hispana), Project Place and Vietnamese American Civic Association have been chosen to participate. Applications are not being accepted for this program at this time. For more information, please contact Beverly Wing of Management Consulting Services at (617) 556-0099.

*Public Policy Advocacy:* The Public Policy Advocacy component is designed to achieve long term, sustainable improvements in the workforce development system's ability to help low skill/low income individuals achieve family supporting incomes. The Initiative will work closely with city, state and federal officials to institutionalize successful innovations emerging through the activities of the Workforce Partnership and Strengthening Capacity components.

The Funders will periodically convene the grantees across the three systems change strategies. The Funders will expect grantees to participate in these activities in order to leverage impact and learning across the three strategy areas.

### ***Financing***

Eight Boston and national foundations, together with the City of Boston and the Commonwealth of Massachusetts, are members of the Funders Group. The members of the Funders Group include: the Boston Foundation, the Annie E. Casey Foundation, the Commonwealth of Massachusetts, the Paul and Phyllis Fireman Charitable Foundation, Fleet Charitable Trusts, the Hyams Foundation, the Mayor's Office of Jobs and Community Services, the Rockefeller Foundation, the State Street Foundation, and the United Way of Massachusetts Bay.

### ***Evaluation***

The Initiative has the potential to serve as a model for states and workforce development systems across the country. A comprehensive formative and summative evaluation of the process and outcomes will help the Funders and grantees learn about successful strategies and identify areas for improvement during program implementation. It will also test the Initiative's assumptions about the three-pronged strategy. The evaluation will document successful practices, barriers that impede systems reforms, and the overall impact of this significant investment in building economic opportunity for metropolitan Boston. Grantees will be expected to collect and track data and outcomes as part of the evaluation process.

### ***Initiative Management***

The Funders Group has contracted with several different organizations to help implement the Public Policy Advocacy, Workforce Partnerships and Strengthening Capacity components of the Initiative, under the leadership of the Funders Group. The Funders have selected Jobs For the Future to oversee the implementation of the Initiative, provide development assistance, coordinate the work of the other consultants, and support the Funders' planning efforts to sustain the Initiative. Jobs For the Future is also managing the Public Policy Advocacy component of the Initiative. The Boston Private Industry Council (PIC) is managing the Workforce Partnerships component, providing technical assistance to industry or occupational sector partnerships that are

preparing to submit grant applications and coordinating the selection process. After the Funders have made grant awards, the PIC will convene grantees to review progress, share strategies and identify technical assistance needs. Management Consulting Services is managing the Strengthening Capacity work with four community-based organizations and a partnership of two community-based organizations, building their capacity to provide effective services to their low-income constituents. Commonwealth Corporation is contributing to the technical assistance and capacity building resources of the Initiative, as well as the design of the Initiative's evaluation strategy.

## **SECTION II: THE WORKFORCE PARTNERSHIPS COMPONENT**

The Boston Workforce Development Initiative will invest in two different types of Workforce Partnership approaches: Implementation Grants and Planning Grants. All grantees under the Workforce Partnerships component will be expected to participate in the Funders' efforts to integrate program investments with the Strengthening Capacity and the Public Policy Advocacy components of the Initiative.

### ***Approach A: Implementation Grants***

In Year 1, the Funders expect to support the enhancement and expansion of up to three **existing** workforce partnerships that have provided career ladder services in an industry sector or occupational cluster. These partnerships will be supported over a three-year period to expand their activities toward building a continuum that allows them to provide workforce development services at multiple points of entry including English for Speakers of Other Languages (ESOL), Adult Literacy, vocational skills training, and college courses. Services provided should be designed to help employers meet their needs for a productive workforce and help low-income individuals: obtain the skills and credentials to acquire a job with career potential; obtain the supports they need to participate in training and succeed at work; and make progress toward attaining self-sufficiency over a three year period. The Funders expect to support up to four additional three-year Implementation Grants, two in Year 2 and two in Year 3.

### ***Approach B: Planning Grants***

The Funders also hope to seed the development of up to two **new** industry or occupational consortia per year for two years. Funding will support the organization of new partnerships and research into the workforce development needs of industry sectors and/or cross-sector occupational clusters, and program design. The anticipated outcome for planning grants is that successful partnerships will transition into implementation grants in their second year. New or emerging partnerships with no shared history of providing career ladder services are advised to seek a Planning Grant, as they will not be deemed eligible for Implementation Grants.

### ***Funders' Priorities for Investments in Workforce Partnerships***

Changes in the labor market over the last three decades have made it more difficult for low-wage workers to gain the experience, training, and personal networks on the job that provide opportunities for upward mobility. While the nature of work requires a flexible workforce that responds rapidly to changes in technology and the economy, few employers have the human resource capacity to reconcile the needs of low-skill/low-income job and skill seekers with their labor needs. Workforce Partnerships will become the vehicle to engage employers and workforce development providers in working together to build a skilled entry-level workforce that is ready to respond to opportunities for advancement.

This Initiative encourages the formation and expansion of dual-customer sectoral or occupational consortia that design long-term interventions targeted at low-income residents of Boston's disadvantaged neighborhoods and that deliver services meeting the hiring, retention and advancement needs of *both* employers and of job and skill seekers.

Funders are primarily interested in partnerships that help residents of the City of Boston make progress toward achieving family self-sufficiency. The Funders recognize that employers outside of Boston hire Boston residents. While the primary service area for proposals funded through this Initiative is the City of Boston, partnerships may include employers whose primary establishments are outside of Boston provided that the employers demonstrate that a significant portion of their entry-level employees are Boston residents.<sup>1</sup>

The Initiative is based upon a *dual-customer* approach to workforce development: to be effective, Partnerships must be responsive to the workforce needs of their employer partners as well as be designed to address the employment and advancement needs of low-income workers. Partnerships must also have the capacity to increase participants' access to wage supports such as the Earned Income Tax Credit, food stamps, and child care subsidies. The Initiative is designed to serve both customers by working within industry sectors and/or occupational clusters to develop structured education and training pathways.

The Initiative seeks proposals that accomplish goals in each of three primary areas:

- Assisting Low-Income Workers to Make Progress Toward Family Self-Sufficiency;
- Providing Services that Meet Businesses' Workforce Development Needs; and
- Developing Innovative Practices that Enhance the Capacity of the Workforce Development System to Meet the Needs of Employers and Low-Income Workers

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<sup>1</sup> Employers outside the City of Boston must be in close proximity to the city and accessible by public transportation. Additional factors to be considered include frequency of bus or train service; cost of public transportation; and proximity of public transportation to employer establishment.

## ***Assisting Low-Income Workers to Make Progress Toward Family Self-Sufficiency***

With a focus on low-income residents of Boston, the Initiative targets individuals who may have had difficulty accessing and succeeding in the kind of occupational training that leads to high wages and career advancement. The Initiative recognizes that low literacy or numeracy levels, lack of educational credentials, limited English language proficiency, or lack of occupational skills can be significant barriers to low-income individuals' ability to achieve family economic self-sufficiency.

Participants in Workforce Partnerships may also possess additional barriers to employment such as: poor job retention, a history of homelessness, lack of financial resources, unstable home and family lives (impacted by domestic violence, personal and family illness, substance abuse, legal problems), need for support services, and working multiple part-time, low-wage jobs.

Holding a job is not the same as being economically self-sufficient. According to the Urban Institute, a family with one adult working full time at a minimum-wage job achieves 84% of the federal poverty level for a family of three. With one adult working full time at \$9.00/hour, that family's income rises to 141% of the federal poverty level. However, they still earn well below the income required to achieve economic self-sufficiency in Greater Boston.

The Self Sufficiency Standard, developed by Wider Opportunities for Women in partnership with The Women's Union, calculates the amount of money adults working in Massachusetts need to earn in order to meet their families' basic needs for housing, food, transportation, child care, health care, miscellaneous expenses, and taxes. This standard varies according to family composition. The following chart provides the 2003 income levels needed for differing family sizes to achieve self-sufficiency.

Family Size	One Adult	Adult + 1 child	Adult + 2 children	2 Adults + 2 children
Income	\$21,362	\$44,046	\$51,284	\$54,612

Bidders should demonstrate how they will design a progressive, multi-year approach to services that assists individual job and skill seekers to make progress toward the economic self-sufficiency standard over a three year period.

Long-term investments and interventions are needed to prepare low-income workers to move into the types of jobs that offer family-sustaining incomes. This Initiative encourages the design of projects that provide an array of services along a continuum. This continuum may begin with ESOL, ABE and basic skills and progress through occupational training to certificate or Associate's Degree post-secondary training. However, the continuum should also reflect the needs of adults to work to support themselves and their families.

Therefore, Partnerships should explore models that combine basic education and occupational skills and models that combine work and learning. Further, the sequence should accommodate participants who have credentials from another country but whose advancement is hampered by their lack of English. Not every job and skill seeker will need the same array of services or will enter the system with the same level of skill.

Models should include long-term career management strategies using social work, counseling, career development techniques and the resources available through the workforce development system. The service strategy should have the depth of resources and flexibility to provide the appropriate mix of services to help individuals move up a career ladder and make progress toward economic self-sufficiency over time. Services should also include mentoring and coaching in financial literacy and asset development. In addition, bidders should demonstrate how they will help participants access the Earned Income Tax Credit, food stamps, medical benefits, housing, childcare, transportation and other subsidies for which they may be eligible as a means of supplementing their incomes.

### ***Providing Services that Meet Businesses' Workforce Development Needs***

Employer-driven workforce development means that programs and services are designed to employer specifications in response to employer-identified needs. Workforce Partnerships must be built on the workforce needs of specific employers—in an industry sector and/or around common occupational clusters such as administration or information technology. Partnerships should be composed of employers and organizations that have the expertise and capacity to help employers address the hiring, retention and advancement challenges of their low-income workforce.

Within Workforce Partnerships, employers should be deeply involved in program and curriculum development to assure the relevance of occupational targets and curriculum design. Employers should be directly involved in the assessment and selection of trainees to assure a good match between participants and companies. Employers are vital to the Partnership agenda to assure its value as an economic resource to the industry and increase its likelihood of long term survival.

Employers' engagement in Workforce Partnerships can and should provide economic benefit to the company as well as to the low-income job and skill seeker. The Initiative seeks to meet the needs of employers by providing training for their entry-level workforce, as well as access to social services, support systems and expertise in human resource practices that contribute to the successful hiring, retention and advancement of low-income workers. In return, employers that participate in Workforce Partnerships must make commitments to develop career paths for low-income workers that involve skill and wage advancement plans for targeted jobs, and to strengthen human resource practices that support the retention and advancement of their entry-level workforce. Targeted jobs should provide increased pay for increased skill and should offer health care and other benefits. Employers should also provide release time

for their employees to attend training, as well as adequate program management time to support the development of the Partnership.

***Developing Innovative Practices that Enhance the Capacity of the Workforce Development System to Meet the Needs of Employers and Low-Income Workers***

The Initiative's investment in Workforce Partnerships is designed to foster a dual-customer approach to workforce development: to be effective, partnerships must be responsive to the needs of the local labor market (businesses) as well as be designed to address the needs of low-income workers. Workforce Partnerships should develop measures to demonstrate their impact on the mechanisms of the labor market within their industry sector for hiring, retaining and advancing low-income workers.

Based on their deep knowledge of individual industries or occupations, Partnerships are expected to identify institutional practices, regulatory constraints and other conditions that create barriers to the retention and advancement of low-income workers in that industry or occupation. To address specific barriers, Partnerships should develop services that demonstrate practical, replicable solutions to problems of access or quality of education or training services.

In cooperation with the Public Policy Advocacy component of the Initiative, Partnerships should develop strategies and programs to address barriers within the workforce development system. Examples of systemic change include:

- offering community college classes at community based organizations and/or employer work sites;
- developing articulation agreements between pre-college programs offered at community based organizations and college programs;
- developing systems to track and share information about participants' involvement and progress over a multi-year period among several service providers;
- developing referral agreements between service providers;
- developing industry-specific skill standards for different jobs;
- revising tuition reimbursement policies to support the needs of low-wage workers;
- granting college credit for industry-approved certificate programs;
- developing career pathways in a specific industry; and,
- developing staff skills in:
  - ⇒ designing and delivering work based education and training;
  - ⇒ assessing participants' skills and interests;
  - ⇒ marketing services to community residents and to employers; and,
  - ⇒ understanding the culture of workplaces in specific industry sectors.

## SECTION III: PROPOSAL GUIDELINES

### **General Guidelines**

This Request for Proposals offers organizations the opportunity to apply for support in one of two areas: Implementation or Planning. Specific application instructions for each type of proposal are provided below. Please note:

- **No agency or employer may serve as the lead applicant for both a planning grant and an implementation grant.** However, any agency or employer may serve as a partner on more than one proposal.
- To be considered for funding, all proposals must provide evidence of full participation by at least one employer partner, one service provider, and employees. (If only one employer is involved, it must have a large number of entry-level workers and sufficient current vacancies in higher-wage, higher-skill positions to justify a substantial investment of public and private funds in the Partnership's proposed activities.)
- In those cases where employees are covered by collective bargaining agreements, union representatives must be involved in the Partnership.

Applications will consist of two sections—a partnership narrative and a financial plan. Part 1 of the application should contain the responses to the questions listed below in a narrative that describes the applicant's plan and capabilities to carry out a Workforce Partnership Initiative. For implementation grants, the narrative must be no more than 20 pages, 1½ spaced text, in font size 12 with 1" margins on all sides. Planning grant narratives may not exceed 10 pages, 1½ spaced text, in font size 12 with 1" margins on all sides. Part 2 of the application, the financial plan, should follow the exact specifications described below. Attachments should not exceed 15 pages in total. Memoranda of Understanding and Letters of Commitment will NOT be counted against the page limit. Shorter proposals are encouraged if the scope of the proposed enterprise warrants it. Letters of support are not requested and will be counted against the page limit.

Applicants must submit one original and eight copies of their proposal by 5:00 p.m. on **Tuesday, July 22<sup>nd</sup> by 5:00 pm to:**  
**The Boston Foundation**  
**Attention: Corey Davis, Grants Manager**  
**75 Arlington Street, 10<sup>th</sup> Floor**  
**Boston, MA 02116**  
*(Please Note: incomplete or late proposals will not be accepted)*

Applicants should submit a letter of intent to Corey Davis, Grants Manager, at the Boston Foundation (2 Oliver Street, 7<sup>th</sup> floor, Boston, MA 02109) by May 28<sup>th</sup>, 2003. Please submit the form provided in Attachment B. Please note that submission of a letter of intent is not a requirement for proposal submission. However, technical assistance will be available for bidders as they develop their proposals and the letter of

intent will help the Funders to coordinate sector-specific planning meetings and technical assistance prior to the proposal submission date.

Workforce Partnerships are expected to develop multiple and diverse funding sources to reduce their dependence on a single revenue stream and increase their potential for long-term sustainability. In addition to sources available through this Initiative, Workforce Partnerships should demonstrate employer support through financial and non-financial contributions.

### **Evaluation**

Bidders should be aware of the following:

- All grantees will be expected to participate in an external evaluation that measures the benefits of their program activities. The success of the evaluation will depend upon grantees providing accurate and complete data to evaluators in a timely manner. Bidders should be prepared to collect data such as social security numbers, wages and demographic information for individual participants and any proposed outcome measures. (See Attachment D for examples of the types of data bidders might be expected to collect).
- Workforce Partnerships may be asked to participate in a randomized experiment evaluation.

The following table illustrates the timeline for the Workforce Partnership component of the five-year Initiative.

	<b>YEAR 1<sup>2</sup></b>	<b>YEAR 2</b>	<b>YEAR 3</b>
<b>Implementation Grants</b>	Up to 3 three-year grants will be funded; \$1,000,000 in total funds available	Up to 2 additional three-year grants will be funded; \$1,500,000 in total funds available to support the original grants made in Year 1 as well as new grants made in Year 2	Up to 2 additional three-year grants will be funded; \$2,000,000 in total funds available to support the grants made in Years 1 and 2 as well as new grants made in Year 3
<b>Planning Grants</b>	Up to 2 ten-month grants will be funded; \$100,000 in total funds available	Up to 2 ten-month grants will be funded; \$100,000 in total funds available	No Planning Grants will be made beyond Year 2.

<sup>2</sup> The Initiative will fund the three-year contracts on an annual basis, based upon satisfactory completion of program goals at the end of each program year.

## **A. Implementation Grants: Program Narrative**

In the first program year, the Funders will dedicate approximately \$1,000,000 to expand up to three **existing** consortia in Boston that have already developed formal partnership agreements among one or more employers and at least one service delivery organization (see above table). The Funders expect to fund up to two new partnerships in the second program year—mainly from, but not limited to, the pool of planning grants also funded by the Initiative, and again in the third program year. Implementation grantees will be funded for a maximum of three years with the possibility of additional support depending on the funds available for the overall Initiative.

A Partnership applying for an Implementation Grant **must** provide evidence of the Partnership's prior experience in service provision in career pathway partnerships within an industry or occupational cluster in order to be considered for an implementation grant (see question #2). Specifically, bidders for implementation grants must provide detailed evidence of their Partnership's service delivery experience to date, as well as details about the types of *new and expanded activities* that will result from the additional funding for the Partnership. Bidders must demonstrate how funding will significantly alter either the scale (e.g. expanded number of employer partners) or the range (e.g. types of training offered at different points along a continuum) of the current project, improve employee access to support services, or enhance the capacity of the workforce development system.

Please answer each of the following questions, in the order they are provided. The responses to this section may not exceed 20 pages with 1½ spaced text. Please be sure that your proposal reflects the Funders' objectives, as reflected under Section II: Workforce Partnership Programs Strategy. These questions are intended to help bidders demonstrate how their proposal meets the Funders' objectives.

Please complete and include the cover sheet provided in Attachment C.

1. Provide information about the Partnership structure.
  - a. Provide signed Memoranda of Agreement that include the following information (the MOAs should be included as attachments and will not count against the narrative page limit):
    - Provide specific details of project responsibilities for ALL project partners.
    - Each partner's section of the MOA should include information about the resources it will be contributing to the Partnership .
    - The employers' section of the MOA should describe their specific commitments of work release time for incumbent workers.
    - Each employer partner's section of the MOA should identify the individual who will have management responsibility for this project. This section should also identify the percentage of this individual's time during program start up and roll out that will be allocated to the project.
  - b. Please address the following:

- Describe the Partnership's governance structure and decision-making process.
  - How will program participants and workers be represented in the Partnership?
  - How will employee feedback be captured by the Partnership?
2. Provide a detailed description of the Partnership's history and current activities.
- a. Describe the history of the Partnership. What were the original goals of the Partnership? Which organizations were the original members? Which organizations are the current members? What are the current goals of the Partnership? What role does each organization play? What are the primary funding sources of the current Partnership? How have the funding sources changed since the original formation?
  - b. Identify the geographic area where services are being provided and from which you recruit job seekers and employees. What industry or occupational cluster has the Partnership targeted and why?
  - c. Describe the primary activities of the Partnership. What services or programs has the Partnership offered to job seekers or low-wage workers? Please list each service (e.g. pre-employment job readiness, occupational skills training, English for Speakers of Other Languages, GED, pre-GED, pre-college developmental courses, post-secondary courses, career coaching, counseling, asset development) and provide a brief description of the services (location, content, instructional approach). Note: We are only interested in information about services provided under the formal structure of the Partnership. Please do not provide information about services provided by member organizations that were not delivered in the context of the Partnership. For each service listed, please provide the following information: # of individuals enrolled, # of individuals completed, # of individuals still participating.
  - d. Has the Partnership provided any services to its employer members or to other employers? If so, please describe the services and how they have benefited employers.
  - e. Describe the accomplishments of the Partnership. How does the Partnership define success? Has the Partnership developed any career maps or ladders? If so, please attach a copy of any materials that describe the career map or ladder. (This will not count against the page limit.) What quantitative outcomes (e.g. placement, basic and occupational skills acquisition, secondary and post-secondary credentials, employment retention, promotions, wage gains, asset development, increased use of income supports, improved worksite performance) did the Partnership plan to achieve with the services listed in 2.c. and 2.d.? For each service listed in 2.c. and 2.d., please provide the planned outcome and the actual outcome. What other accomplishments have the Partnership achieved (e.g. developed an articulation agreement, revised tuition reimbursement policies, developed agreement to grant college credit for a worksite or community-based program)?

- f. Has the Partnership contracted with an external evaluator? If so, what were the key findings? Has the Partnership measured customer satisfaction of participants, employers or consortia partners? If so, how did you measure satisfaction and what were the results?
3. Describe the Partnership's planned new project activities and/or plans for Partnership expansion. Provide a rationale for additional investment in the Partnership.
    - a. How would additional funding from this Initiative significantly alter either the scale (new employers, new participants) or reach (expanded services along a continuum) of your current project?
    - b. What have you learned from your previous activities that you are incorporating into the program design? Please identify strategies that derive from successful practices as well as those that are designed to address challenges faced in previous program activities.
    - c. What will the current project build out to by the end of the third year? What types of programs and services will be provided?
    - d. What services will be developed at the work-site, beyond training? Examples could include building an understanding of entry-level worker issues; developing formal skill assessments; creating formal mentoring programs; and increasing access to the Earned Income Tax Credit and other subsidies.
    - e. Identify the jobs (include job titles), associated wages and skill and education requirements for which participants will be trained, and document the demand for these positions.
    - f. Provide a detailed case management strategy. Discuss your proposed approach to the counseling and career management processes, including:
      - ⇒ The support and career coaching services that participants will receive
      - ⇒ The internal and external resources that the Partnership will use to meet participants' support service needs and assess eligibility for other financial subsidies
      - ⇒ The Partnership's approach to assisting participants to develop a family economic sufficiency plan
      - ⇒ The Partnership's plan for maintaining a strong, effective presence for participants during assessment, training and employment. Who will provide case management? How often?
    - g. Discuss how the project will address the needs of adult workers to combine work and learning.
      - ⇒ Describe the problems or challenges faced by employer partners with regard to hiring, retaining and advancing entry-level workers. Describe the entry-level workforce: what are their current education, skill and ability levels, and barriers to employment and advancement? How do the proposed services of this Partnership address these challenges?
      - ⇒ What is the strategy for serving workers who have limited time for participation in training and coaching activities due to work and family constraints?

- ⇒ Will services be provided in the evening and on weekends?
  - ⇒ Will workers be offered work release to participate in training?
  - ⇒ What is the plan for providing training on a flexible schedule to accommodate workers who do not have a fixed work schedule?
  - ⇒ Describe any plans to use technology to support learning outside of the classroom.
- h. Provide information on the plans for building the capacity of staff to develop and deliver services in the context of the workplace.
  - i. Provide information on your data tracking and information management systems.
4. Provide a detailed work plan as an attachment. (This will not count against the page limit.)
    - Provide information on all Partnership activities that will be undertaken in the first year of the Initiative including:
      - ⇒ planned start dates and completion dates,
      - ⇒ the organization(s) or individual(s) with responsibility for each activity,
      - ⇒ detail on planned start up activities as well as implementation activities.
    - Provide an overview of anticipated Year Two and Year Three activities.
  5. Provide measurable outcomes on a three-year timeline that measure the Partnership's planned impact in the following three broad categories:<sup>3</sup>
    - Assisting Low-Income Individuals to Make Progress Toward Family Self-Sufficiency
    - Meeting Employers' Workforce Needs
    - Developing Innovative Practices that Enhance the Capacity of the Workforce Development System to Meet the Needs of Employers and Low-Income Workers

Describe how the Partnership plans to measure your proposed outcomes in each category. Please also provide information on your data collection, entry and analysis capacity. (Partnerships will be required to collect, enter and track the data needed for program management and evaluation).

6. The Funders anticipate providing support and technical assistance to grantees. Please provide a description of your anticipated technical assistance needs.
7. Please describe and provide a rationale for any planned investments and requested support in infrastructure, organizational development, or staff development. Possible areas for investment might include:
  - Development of Management Information System (MIS) capacity;
  - Development of distance learning models and technology to support online learning;

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<sup>3</sup> Bidders should refer to ATTACHMENT A for recommended outcome areas within these three broad categories.

- Staff training in developing work relevant curricula and assessing workers' competencies and interests; and,
- Development of accounting procedures to support fee-for-service activities.

### ***A. Implementation Grants: Financial Plan***

Please submit a three-year budget proposal, including a detailed budget narrative that explains how each of the proposed costs is calculated. Include costs for all program components including:

- recruitment;
- assessment and evaluation;
- classroom instruction;
- other instructional components as appropriate;
- counseling;
- supportive services;
- job development and placement;
- client tracking; project oversight and administration;
- fiscal management and oversight;
- infrastructure investments (such as an MIS system) or other types of proposed capacity building investments; and
- reporting.

Please note that grantees will be expected to provide data to support an external evaluation. Staff costs related to data tracking and entry should be included in your Partnership budget. However, costs related to contracting with an evaluator do not need to be included as the Funders will assume these costs.

Please provide cost information in the following categories. For each category, please also calculate and provide the percentage of the planned expenditure in relation to the overall cost of the budget. For example, if **salary and fringe costs for instructors** are \$95,000 and the overall budget is \$350,000, the planned expenditures in this category would be 27% of the total budget.

- Salary and fringe costs for program management and administrative staff;
- Salary and fringe costs for data entry;
- Salary and fringe costs for instructors;
- Salary and fringe costs for career coaches/case management staff;
- Rent for staff facilities;
- Rent for classroom space;
- Telephone;
- Utilities;
- Postage;
- Printing;
- Transportation for staff;
- Professional development for staff;
- Equipment purchase;

- Equipment lease and maintenance;
- Instructional materials and supplies associated with program delivery;
- Supplies for program administration;
- Supportive services for program participants (transportation, childcare, uniforms, tools/equipment, etc.); and
- Other costs (please list separately and define).

The Funders will give preference to Partnerships that provide co-investments from the partners, especially employer partners. Please provide detail on planned co-investments contributions to the project. The Funders are particularly interested in co-investments contributions in the following categories:

- Project management staff time;
- Release time for employees to participate in training or coaching activities;
- Contributions toward the purchase of text books or materials;
- Modified tuition reimbursement policies;
- The use of facilities for meetings or training; or
- Cash contributions.

Please provide an estimate of the dollar value of each of these contributions. Please also note if your Partnership has expectations of raising additional revenue to support this Partnership.

### ***B. Planning Grants: Program Narrative***

The Initiative will dedicate approximately \$100,000 per year for two years to develop **new** sector-specific or occupational consortia in Greater Boston. Bidders may request up to \$50,000 to support up to ten months of planning activities. The Initiative hopes to convert up to four planning partnerships to **new** implementation partnerships by the second and third years of the Initiative.

The intent of the planning grants is that by the end of the planning period grantees will be able to produce an implementation plan that answers Questions 1, and 3-7 under Implementation Grant Narrative above. Please answer each of the following questions in detail. The responses to this section may not exceed 10 pages with 1½ spaced text.

Please complete and include the cover sheet provided in Attachment C.

1. Provide information on the current members of your partnership, their respective roles and signed letters of commitment from all project partners. (The Letters of Commitment should be included as attachments and will not count against the narrative page limit.) Letters of commitment should include specifics about the role each partner expects to play in the planning process. Provide information on any organizations/ individuals you plan to recruit to join the Partnership during the period of the planning grant. Provide information as to how workers' voices will be represented in this Partnership.

2. Provide a description of the reason(s) the members of the Partnership are seeking a planning grant. Provide information on the following:
  - What type of program is this partnership seeking to develop?
  - What is the rationale for this work? How is this sector or occupational group important to the regional labor market?
  - What is the evidence for this work? (Information from publicly available sources of labor market information as well as employer surveys such as hiring projections by skill and education level would be helpful here.)
  - If it has already been determined, what sector and occupations will be targeted by this partnership?
3. Provide a detailed workplan for the period of your proposed planning grant, including proposed activities, start and end dates for each activity, and the individuals or organizations who will be responsible for managing each activity.
4. Bidders are reminded that the final product of the planning grant should be an implementation plan. In addition to Questions 1 and 3-7 under the **Implementation Grant: Narrative** section above, what additional information do you anticipate gaining through the planning process and being able to provide in the implementation plan?

**B. Planning Grants: Financial Plan**

Please submit a ten-month budget, with narrative.

**SECTION IV: PROPOSAL REVIEW PROCESS**

The Funders will use the following guidelines for the initial proposal review. The Funders may also interview Partnership teams and conduct additional investigations to provide them with the information they need to make funding decisions. Finally, the Funders will consider the range of geographic focus, occupational and industry targets, target populations, and planned approaches in making their final determinations.

Implementation Grants		Planning Grants	
Question #	Point Value	Question #	Point Value
1	20 points	1	25 points
2	15 points	2	25 points
3	25 points	3	40 points
4	15 points	4	10 points
5	15 points	Financial Plan	Required, but not scored
6	Required, but not scored		
7	Required, but not scored		
Financial Plan	10 points		

## ATTACHMENT A: RECOMMENDED OUTCOME AREAS

### ***Assisting Low-Income Individuals to Make Progress Toward Family Self-Sufficiency***

The long-term goal of the workforce development system is to prepare people not only to enter the workforce, but also to acquire the education and skills they need to attain family-sustaining jobs. Partnerships should develop quantitative goals that reflect job and skill seekers' progress toward achieving the family economic self-sufficiency standard. Partnerships should take into account the initial profile of participants, tying outcomes to improvements in initial assets and specific service interventions.

Performance measures may track participant career progress such as raises after starting work or increases in family income or asset development. Partnerships should establish goals in some or all of the following areas:

- **Increased Earnings:** Goals should demonstrate planned progress over a three-year period for participants to increase their earned income and move toward the Family Economic Self-Sufficiency Standard.
- **Non-Cash Job Income:** Goals should include increased access to employer-provided benefits for health, life, and disability insurance; dependent care; pensions; and educational benefits.
- **Labor Market Retention:** Goals should reflect the nature of the industry and show improvement over the industry or specific employers' average retention rate of entry-level workers.
- **Career Progression:** Goals should be customized to a specific industry and may include steps on a documented career ladder, improved employee evaluations, etc.
- **Educational Attainment:** Goals should include both credentialed and other competency-based improvements in participants' educational attainments ranging from completion of a GED to progress toward earning a post-secondary certificate or Associates' Degree over a three-year period.
- **Development of Other Financial Assets:** Goals should include improvements in participants' economic security from sources such as the Earned Income Tax Credit, Food Stamps, childcare subsidies, and other public income supplements to which they may be entitled. Goals should also include participant progress towards economic security through personal asset ownership such as bank accounts, Individual Development Accounts, Individual Retirement Accounts, or the purchase of a car or a home.
- **Providing Services to Underserved Populations:** Goals should include details on the demographics of the target population to be served, including information on the ethnic and racial communities where outreach and recruitment for Workforce Partnerships will take place.
- **Reduction of Financial Distress:** Goals may include progress towards relief from financial burdens such as excessive debt.

### ***Meeting Employers' Workforce Needs***

Workforce Partnerships should develop measures to demonstrate how the participating employers expect to benefit from participation in sectoral or occupational programs. Measures may be made at the level of either companies or departments that maintain or expand their participation in the program. These measures may include:

- **Reduced Turnover:** Goals should reflect the nature of the industry and show improvement over the industry or specific employers' average turnover rate for targeted occupations.
- **Reduced Costs:** Goals should reflect improvement over baseline measures in areas where programs may reasonably be expected to reduce employer costs, such as the cost of recruitment and hiring, safety infractions due to poor communications or skills, or scrap and waste.
- **Productivity/Quality Improvements:** Goals should reflect areas that are relevant to the industry and specific companies and that are attributable to improvements in worker skill and job retention. For example, in health care, investments in workers' skills might be related to measures of customer service, whereas in financial services, worker training might reduce error rates.

### ***Developing Innovative Practices that Enhance the Capacity of the Workforce Development System to Meet the Needs of Employers and Low-Income Workers***

The overriding goal of the Initiative's investment in Workforce Partnerships is to build the region's capacity to support low-income workers' advancement in the labor market. Workforce Partnerships should develop measures to demonstrate their impact on the mechanisms of the labor market within their industry sector for hiring, retaining and advancing low-income workers. These measures may include:

- **Career Pathway Development and Integration:** Goals that address the planned involvement of a significant share of the region's employers within the industry sector in partnerships with workforce service providers to provide a continuum of education, work experience and occupational skills training leading to career advancement for targeted occupations.
- **Increased Quality:** Goals that demonstrate sustainable improvements in the quality of workforce development services. Measures might include improved customer satisfaction or increased program completion rates.
- **Increased Quantity:** Goals that demonstrate the ability to serve larger numbers of low-income workers. These might also include measures of new capacity to serve individuals from communities that have been under-served by the system.
- **Improved Coordination:** Goals that demonstrate new or stronger linkages in service design and delivery between community-based organizations, post-secondary institutions, public agencies and employers. These might include shared management information systems, referral agreements, and loaned staff.

- **Articulation Agreements:** Goals that propose to create formal relationships between pre-college programs offered at community-based organizations or workplace education programs offered at worksites and certificate and degree programs offered by post-secondary institutions.
- **Development of Labor/Management Teams:** Goals that address the planned formation of joint labor/management teams within companies to address internal barriers to the retention and advancement of low-income workers.
- **Sustainability and Integration:** Goals should provide specific examples of the Partnerships' plans to leverage the investment of grant funds to develop long term sustainability including:
  - Partnership plans to develop mechanisms to identify and respond to changes in skill requirements and local demand for workers in targeted occupations;
  - Employer partners' plans to change recruiting, employee training or human resource practices to improve their ability to support the career advancement of low-wage workers;
  - Employer plans to revise tuition reimbursement policies to support the needs of low-wage workers;
  - Plans to offer community college classes at community-based organizations or worksites;
  - Development of industry-specific skill standards for different jobs;
  - Agreements to grant college credit for industry-approved certificate programs;
  - Development of systems to track and share information about participants' involvement and progress over a multi-year period among several service providers;
  - Workforce service partners' plans to develop expertise in continuous quality improvement and develop internal monitoring and evaluation systems;
  - Development of referral agreements between service providers;
  - Development of staff skills in:
    - ⇒ designing and delivering work based education and training;
    - ⇒ assessing participants' skills and interests;
    - ⇒ marketing services to community residents and to employers;
    - and
    - ⇒ understanding the culture of workplaces in specific industry sectors.

## ATTACHMENT B: LETTER OF INTENT TO BID REQUEST FOR PROPOSALS

This is to notify the Boston Private Industry Council that the following organization will submit a proposal under the Workforce Partnerships component of the Boston Workforce Development Initiative.

**Type of Grant:** (circle one)      Implementation Grant                      Planning Grant

**Industry Sector or Occupational Cluster:** \_\_\_\_\_

**Lead Organization:** \_\_\_\_\_

Address: \_\_\_\_\_

Contact Person/Title: \_\_\_\_\_

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

**Partner Organizations:** (Add additional lines if necessary)

Name \_\_\_\_\_

Address: \_\_\_\_\_

Contact Person/Title: \_\_\_\_\_

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

\_\_\_\_\_  
Signature/Title: Lead Organization

\_\_\_\_\_  
Date

**In order to ensure that proposals are properly received and reviewed, the Funders require written notification in the event your organization decides not to submit a full proposal. Please address all such correspondence to:**

The Boston Foundation  
Attn: Corey Davis, Grants Manager  
75 Arlington Street, 10<sup>th</sup> floor  
Boston, MA 02116

# ATTACHMENT C: PROPOSAL COVER SHEET

Type of Grant: (circle one)      Implementation Grant      Planning Grant

Industry Sector or Occupational Cluster: \_\_\_\_\_

**Lead Organization:** \_\_\_\_\_

Contact Person/Title: \_\_\_\_\_

Telephone & E-mail: \_\_\_\_\_

Role in Project: \_\_\_\_\_

**Partner Organization:** (add additional partners on separate sheet if necessary)

Name: \_\_\_\_\_

Contact Person/Title: \_\_\_\_\_

Telephone & E-mail: \_\_\_\_\_

Role in Project: \_\_\_\_\_

**Partner Organization:**

Name: \_\_\_\_\_

Contact Person/Title: \_\_\_\_\_

Telephone & E-mail: \_\_\_\_\_

Role in Project: \_\_\_\_\_

**Partner Organization:**

Name: \_\_\_\_\_

Contact Person/Title: \_\_\_\_\_

Telephone & E-mail: \_\_\_\_\_

Role in Project: \_\_\_\_\_

**Partner Organization:**

Name: \_\_\_\_\_

Contact Person/Title: \_\_\_\_\_

Telephone & E-mail: \_\_\_\_\_

Role in Project: \_\_\_\_\_

\_\_\_\_\_  
Signature/Title: Lead Organization

\_\_\_\_\_  
Date

## ATTACHMENT D: EVALUATION REQUIREMENTS FOR IMPLEMENTATION GRANTS

The evaluation consultants commissioned by the Funders Group will coordinate the evaluation, develop and apply data collection instruments (e.g., surveys, interview protocols), and analyze the data. The Boston Private Industry Council will coordinate the collection of data on demographics and outcome measures with the Workforce Partnerships. **Partnerships are responsible for the collection of demographic and outcome data.** Thus, the staffing and the budget of the partnership should reflect adequate time for staff, such as case managers and project managers, to track and collect the necessary data. Many of these data are best collected by case managers who work closely with participants. Note that a key goal of the Funders is to help low-income individuals make progress toward economic self-sufficiency over a period of three to five years. Thus, data, such as earnings, household composition/income are crucial to obtain. The Initiative will provide a training session for grantees to clarify data definitions and data entry processes. **Bidders should carefully consider program and budget design that support the data collection required for this Initiative.**

The exact outcome measures will vary for each partnership, depending on its precise outcome goals. Implementation partnerships are required to collect data listed in the first column of the table below. The second column includes suggestions of other measures that could be used for evaluation. The evaluation may need to utilize these and additional measures depending on the goals of the Partnership.

Data need to be collected at several time points for all participants receiving services through a Partnership—at enrollment and at regular intervals depending on the program model. Self-reports of status by participants are acceptable on most measures.

The Initiative <u>requires</u> that the following data be collected:	The Initiative recommends that the following data be collected, depending on the outcome goals for the partnership:
<p><b>DEMOGRAPHICS</b></p> <ul style="list-style-type: none"> <li>▪ Participant name</li> <li>▪ Social security number</li> <li>▪ Gender</li> <li>▪ Ethnicity/Race</li> <li>▪ Education level</li> <li>▪ Date of birth</li> <li>▪ Country of origin</li> <li>▪ Native language</li> <li>▪ If not born in U.S., date immigrated</li> <li>▪ Family/household composition (# of members, # and ages of dependents, # earners)</li> <li>▪ Household income</li> <li>▪ Zip code</li> </ul>	<p><b>DEMOGRAPHICS</b></p> <ul style="list-style-type: none"> <li>▪ Disability status</li> <li>▪ Offender status</li> <li>▪ Homelessness status</li> <li>▪ Barriers to work</li> </ul>

<b>Required Data:</b>	<b>Recommended data:</b>
<p><b>OUTCOMES FOR INDIVIDUALS</b></p> <p>Employment:</p> <ul style="list-style-type: none"> <li>▪ Employment status</li> <li>▪ Hourly wage</li> <li>▪ Number of hours worked per week</li> <li>▪ Length of employment</li> <li>▪ Industry code</li> <li>▪ Occupational code</li> <li>▪ Job title</li> <li>▪ Job changes</li> </ul> <p>Non-cash job income:</p> <ul style="list-style-type: none"> <li>▪ Health insurance status (y/n)</li> </ul> <p>Financial asset development:</p> <ul style="list-style-type: none"> <li>▪ Public assistance support</li> <li>▪ Non-cash public assistance support (i.e., food stamps, child care subsidy)</li> <li>▪ Earned Income Tax Credit</li> <li>▪ Child Care tax credit</li> </ul> <p>Educational attainment:</p> <ul style="list-style-type: none"> <li>▪ Reading and math levels</li> <li>▪ English language proficiency (if enrolled in ESOL)</li> <li>▪ Credentials obtained</li> <li>▪ Courses and credit completed</li> <li>▪ Degrees obtained</li> </ul>	<p><b>OUTCOMES FOR INDIVIDUALS</b></p> <p>Employment:</p> <ul style="list-style-type: none"> <li>▪ Number of jobs currently worked</li> <li>▪ Shift worked</li> <li>▪ Regularity of work</li> <li>▪ Advance notice of schedule</li> <li>▪ Barriers to work</li> <li>▪ Job responsibilities</li> <li>▪ Applicability of new skills to work</li> </ul> <p>Non-cash job income:</p> <ul style="list-style-type: none"> <li>▪ Life insurance status</li> <li>▪ Disability insurance status</li> <li>▪ Dependent care status</li> <li>▪ Pension status</li> <li>▪ Employer educational benefits</li> </ul> <p>Financial asset development:</p> <ul style="list-style-type: none"> <li>▪ Child care subsidy status</li> <li>▪ Bank account status (y/n)</li> <li>▪ Individual Development Account status (y/n)</li> <li>▪ Individual Retirement Account status (y/n)</li> <li>▪ Home ownership</li> <li>▪ Car ownership</li> </ul> <p>Reduction of financial distress:</p> <ul style="list-style-type: none"> <li>▪ Debt amount</li> <li>▪ Other financial burdens</li> </ul> <p>Educational attainment:</p> <ul style="list-style-type: none"> <li>▪ Status of educational goals</li> <li>▪ Reading and math levels (if enrolled in ABE)</li> </ul> <p>Skills attainment:</p> <ul style="list-style-type: none"> <li>▪ Other adult basic education levels</li> <li>▪ Occupational skills levels</li> <li>▪ Status of other skill goals</li> </ul>
<p><b>SERVICE PROVISION</b></p> <ul style="list-style-type: none"> <li>▪ Date enrolled in courses</li> <li>▪ Date courses completed</li> <li>▪ Enrollment type (ABE, ESOL, occupational skills, other)</li> <li>▪ Contact hours (# of hours of training, # of hours per week)</li> <li>▪ Provider of services</li> </ul>	<p><b>SERVICE PROVISION</b></p> <ul style="list-style-type: none"> <li>▪ Type of other service provided</li> <li>▪ Intensity, frequency, content of case management provided</li> <li>▪ Qualifications of staff providing services</li> </ul>
<p><b>OUTCOMES FOR EMPLOYERS</b></p> <ul style="list-style-type: none"> <li>▪ Employee turnover rates for targeted jobs</li> <li>▪ Vacancy rates for targeted positions</li> </ul>	<p><b>OUTCOMES FOR EMPLOYERS</b></p> <ul style="list-style-type: none"> <li>▪ Cost of recruitment, hiring, training for targeted positions</li> <li>▪ Methods of recruitment, hiring, training, promoting for targeted positions</li> <li>▪ Decreased absenteeism</li> <li>▪ Business/work unit productivity</li> <li>▪ Production error</li> <li>▪ Increased health and safety</li> </ul>